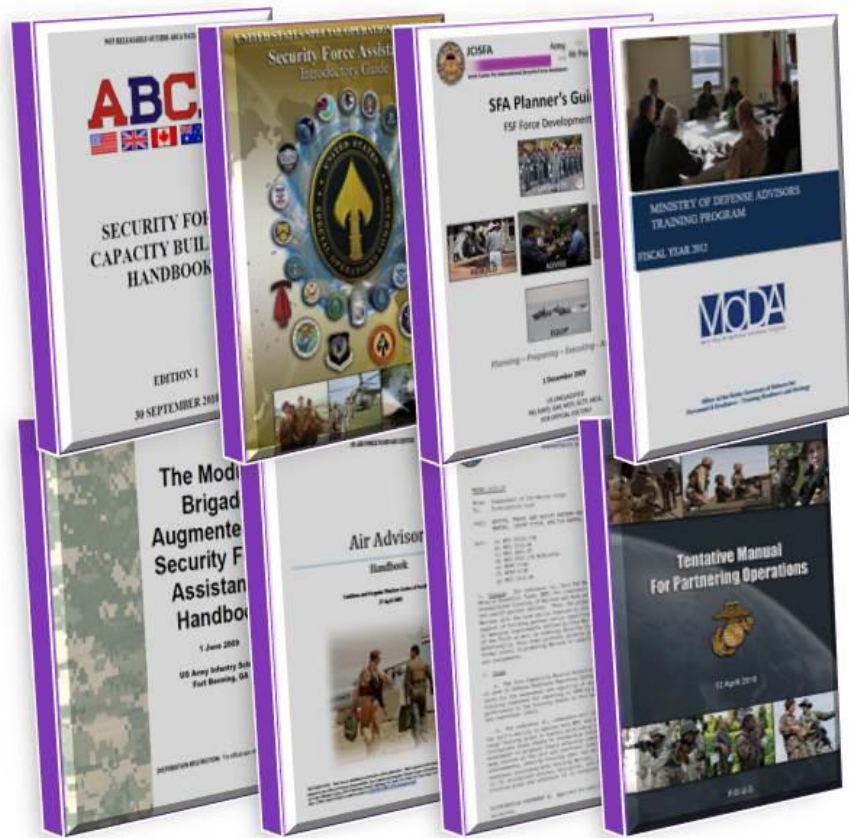# Guidance on Common Training Standards for Security Force Assistance (SFA)

Office of the Under Secretary of Defense for Personnel and Readiness

January 2014

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JAN 14 2014

PERSONNEL AND
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
                         CHAIRMAN OF THE JOINT CHIEFS OF STAFF
                         UNDER SECRETARIES OF DEFENSE
                         COMMANDERS OF THE COMBATANT COMMANDS
                         ASSISTANT SECRETARIES OF DEFENSE
                         DIRECTORS OF DEFENSE AGENCIES

SUBJECT: Common Training Standards for Security Force Assistance Mission

        These standards are being issued to assist the general purpose forces (GPF) in sustaining the capability to perform the security force assistance (SFA) mission. United States Special Operations Command, in accordance with Department of Defense (DoD) Directive 1322.18, "Military Training," and in conjunction with the Services, Combatant Commanders, Office of the Secretary of Defense, and the Joint Staff, has led the development of common training standards to help prepare GPF to perform SFA. The primary purposes of these standards are to:

- Provide a list of skills related to SFA that are common across the force and can be used as guidelines, with standards for measuring the qualifications of individuals and collective forces.

- Offer a set of benchmarks for the Services to use to identify, train, and track individuals and collective forces conducting SFA.

- Serve as a menu of SFA skills to help joint force commanders and planners articulate required capabilities when requesting forces.

        This guide applies to the DoD Components. The Heads of the DoD Components may issue supplementary instructions when deemed necessary to provide for unique requirements within their organizations.

        This document is to be used as a resource to prepare for the SFA mission. My point of contact for this document is Frank DiGiovanni, Director, Force Readiness and Training, Frank.C.DiGiovanni.civ@mail.mil, (703) 695-2618.

Jessica L. Wright
Acting

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SUBJECT: Guidance on Common Training Standards for Security Force Assistance (SFA)

1. PURPOSE.

    1.1.   To provide guidance on common training standards for SFA to the joint force to increase effectiveness, interoperability, and management of skills as directed in References (a), (b), (c), (d), (e), (f), (g), (h), (i), (j), (k), and (l).

    1.2.   To develop a menu of SFA tasks with associated common training standards and to address joint functional skills necessary to effectively execute a wide range of SFA activities. The integration of individual and collective preparation within force provision and command training programs recognizes that collective capability is built upon the knowledge, skills, abilities, and attitudes (KSAAs) of individuals.

    1.3.   To develop the SFA individual, collective, and foreign security force (FSF) developmental tasks, supporting tasks, and skills to address the activities conducted within a host country from the individual to the service/ministerial level—operating, generating, and executive levels—that will contribute to successful execution of joint/agency mission-essential tasks.

    1.4.   To provide a menu of SFA tasks with associated common training standards in order to identify common KSAAs for Service and joint force commanders and to allow individuals and units to operate effectively in the conduct of SFA activities both unilaterally or jointly in any operational environment. The SFA standards address both the individual KSAAs recommended to effectively operate in foreign cultures and contribute to the collective capabilities required to successfully perform the identified SFA developmental tasks: organize, train, equip, rebuild/build, and advise (OTERA) FSF.

    1.5.   To provide a standardized list of SFA KSAAs in which the Services and the DoD Components can use to identify, train, and track individual and collective SFA capabilities.

    1.6.   Nothing in this document is meant to preclude commanders and Services from conducting SFA as they deem appropriate in accordance with existing requirements.

2. POLICY. The following paragraphs outline the existing DoD policy as it relates to the preparation and execution of SFA training or activities, and supplies a reference to the DoD policy directives this document supports.

    2.1.   It is DoD policy in accordance with DoD Directive (DoDD) 5100.01, Functions of the Department of Defense and its Major Components (Reference (a)), that the Services shall organize, train, and equip forces to contribute unique service capabilities to the joint force commander to conduct Building Partner Capacity[1] (BPC)/SFA activities across all domains, including land, maritime, air, space, and cyberspace.

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[1] Department of Defense, *Security Force Assistance Lexicon Framework,* November 1, 2011. The Lexicon Framework updated the term "Building Partnership Capacity" to "Building Partner Capacity."

2.2.   In accordance with DoDD 1322.18, Military Training (Reference (b)), through the Chairman of the Joint Chiefs of Staff (CJCS), Commander, USSOCOM (CDRUSSOCOM) shall establish training standards for general purpose forces to train to the SFA mission.

2.3.   In coordination with the Secretaries of the Military Departments and the Joint Staff Directorate of Joint Force Development (JS J7), and in accordance with DoD Instruction (DoDI) 5000.68, Security Force Assistance (Reference (c)), CDRUSSOCOM shall assist the CJCS by serving as lead for the development of joint doctrine, training, and education relevant to SFA activities conducted within a host country from the individual to the service-level.

2.4.   In support of Joint Requirements Oversight Council Memorandum (JROCM) 050-11, Security Force Assistance DOTMLPF Change Recommendation (Reference (d)), CDRUSSOCOM will, in coordination with the Defense Security Cooperation Agency (DSCA), the Joint Staff Manpower and Personnel Directorate (JS J1), the Joint Staff Strategic Plans and Policy Directorate (JS J5), JS J7, and the Joint Center for International Security Force Assistance (JCISFA), develop joint training requirements (to include standards/certification requirements) for SFA to include:

2.4.1.   Knowledge about authorities, policies, and funding
2.4.2.   Conduct of assessments of host nation SFA needs
2.4.3.   Provision of baseline cultural and language skills in the furtherance of SFA objectives
2.4.4.   Methods for mission evaluation
2.4.5.   Knowledge and awareness of international law and governance

2.5.   In support of the current military operations in Combined Joint Operations Area-Afghanistan (CJOA-A), CDRUSSOCOM shall coordinate with the Secretaries of the Military Departments to assist the Commander, United States Central Command (CDRUSCENTCOM) in the development of SFA and counterinsurgency (COIN) training and education programs as directed in Directive Type Memorandum (DTM) 11-002, Counterinsurgency Training and Reporting Guidance for Preparing U.S. Forces to Succeed in Afghanistan and Pakistan (Reference (e)).

2.6.   In support of DoDD 5132.03, Security Cooperation (SC) (Reference (f)), the selection and training of U.S. DoD personnel engaged in Security Cooperation activities, particularly those assigned to Security Cooperation Organizations (SCOs) and Defense Attaché Offices (DAOs), shall be in accordance with DoD 5105.38-M, Security Assistance Management Manual (Reference (g)).

2.7.   In accordance with DoDD 3000.07, Irregular Warfare (IW), (Reference (h)), it is DoD policy to maintain capabilities and capacity so the DoD is as effective in IW as it is in traditional warfare in order to ensure that, when directed, the department can train, advise, and assist FSF and partners at the ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

2.8.   In accordance with DoDI 3000.05, Stability Operations (Reference (i)), the Services shall train personnel to conduct stability operations outlined in paragraph 4.b. of Reference (i) and assist other USG agencies, foreign governments and security forces, and international governmental organizations in planning and executing reconstruction and stabilization efforts as identified in paragraph 4.d. of Reference (i), and identify and track personnel with stability operations-relevant skill sets and capabilities, to include foreign language proficiency and area knowledge capabilities.

2.9.   In support of the Strategic Plan for the Next Generation of Training for the Department of Defense (Reference (j)), train and exercise to the skills to perform SFA. This includes proficiency in functional or job skills, language and culture, empathy, rapport building, advising, coaching, mentoring, and feedback and assessment.

2.10.   In accordance with DoDD 5160.41E, Defense Language Program (Reference (k)), foreign language and regional expertise are considered critical competencies essential to the DoD mission and shall be managed to maximize the accession, development, maintenance, enhancement, and employment of these critical skills appropriate to the DoD's mission needs. Military units deploying to, or in transit through foreign territories shall be equipped, to the greatest extent practicable, with an appropriate capability to communicate in the languages of the territories of deployment or transit. The commanders of the combatant commands shall determine what is appropriate based on the current situation and circumstances.

2.11.   In support of IW and the implementation of DoDD 3000.07, Irregular Warfare (Reference (h)), the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3210.06, Irregular Warfare (Reference (l)), provides direction and guidance for the integration of concepts and capabilities relevant to IW across all DoD activities; establishes policy for development of DoD contributions to a comprehensive approach to IW; and specifies IW responsibilities for: the Joint Staff, Geographic Combatant Commands, Functional Combatant Command, and the Military Services. In addition, Reference (l) Enclosure B, Table 1-1, DoD Regional Proficiency Guidelines, outlines Regional Proficiency Guidelines, and Enclosure C, Table 1-2, IW-Relevant Skills and Experience, outlines an initial baseline of IW-Relevant Skills and Experience.

3.   DEFINITIONS. Terms used in this guidance are defined in Enclosure E4.

4.   COORDINATION. This guidance was formally coordinated with the Services and Combatant Commands under the provisions of the Joint Staff Action Process, and the results have been adjudicated and incorporated.

5.   POINTS OF CONTACT (POC).

5.1.   The USSOCOM POC for this document is Michael Beemer, USSOCOM Directorate of Force Management and Development (FMD), Education and Training Division (FMD-J7), Training Standards and Assessments Branch (FMD-J7-T), 813-826-3151/8364, michael.beemer@socom.mil.

5.2.   The Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) POC for this document is David Baranek, Office of Deputy Assistant Secretary of Defense for Readiness (ODASD(R)), Force Readiness and Training (FR&T), 571-372-5399, david.baranek.ctr@mail.mil. Alternate POC is Dr. Shep Barge (GS15), ODASD/FR&T, 571-372-5394, walter.s.barge.civ@mail.mil.

Enclosures – 5
   E1. References
   E2. Procedures
   E3. Common Training Standards for SFA
   E4. Definitions, Descriptions, Abbreviations, and Acronyms
   E5. Training Resources and Reference List

E1. ENCLOSURE 1
REFERENCES

(a) Department of Defense Directive 5100.01, Functions of the Department of Defense and Its Major Components, December 21, 2010.

(b) Department of Defense Directive 1322.18, Military Training, January 13, 2009.

(c) Department of Defense Instruction 5000.68, Security Force Assistance, October 27, 2010.

(d) Joint Requirements Oversight Council Memorandum 050-11, Security Force Assistance DOTMLPF Change Recommendation, April 19, 2011.

(e) Directive Type Memorandum 11-002, Counterinsurgency Training and Reporting Guidance for Preparing U.S. Forces to Succeed in Afghanistan and Pakistan, December 9, 2010.

(f) Department of Defense Directive 5132.03, DoD Policy and Responsibilities Relating to Security Cooperation, October 24, 2008.

(g) Defense Security Cooperation Manual 5105.38-M, Security Assistance Management Manual, Current (E-Manual).

(h) Department of Defense Directive 3000.07, Irregular Warfare, December 1, 2008.

(i) Department of Defense Instruction 3000.05, Stability Operations, September 16, 2009.

(j) Office of the Under Secretary of Defense (Personnel & Readiness) Readiness and Training Policy and Programs, Strategic Plan for the Next Generation of Training for the Department of Defense, September 23, 2010.

(k) Department of Defense Directive 5160.41E, Defense Language Program, October 21, 2005; incorporating change 1, May 27, 2010.

(l) Chairman of the Joint Chiefs of Staff Instruction 3210.06, Irregular Warfare, June 10, 2010.

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E2.1   A master task list (MTL) of common training standards[2] for security force assistance (SFA) is established to meet DoD policy requirements for the Services to organize, train, and equip forces to contribute unique Service capabilities, which are effective and interoperable, to the joint force commander to conduct Building Partner Capacity (BPC)/SFA activities across all domains, including land, maritime, air, space, and cyberspace. The MTL provides common training standards for SFA to: 1) enable the joint force commander to effectively identify capabilities required when requesting forces; 2) enable the joint force providers to accurately identify the requested capabilities and provide the proper force capability; 3) enable the Military Services and other DoD Components to accurately identify, track, manage, and certify individuals that possess all or a portion of the SFA individual, collective, and developmental knowledge, skills, abilities, and attitudes (KSAAs).

E2.2   The MTL directly supports several Universal Joint Task List (UJTL) tasks to include tasks relating to stability operations, foreign internal defense (FID), unconventional warfare (UW), counter insurgency (COIN), and SFA.

     E2.2.1   The primary UJTs directly supported are:
          E2.2.1.1   ST 7.2.5   Develop Regional Proficiency
          E2.2.1.2.   OP 4.7.1   Provide Security Assistance
          E2.2.1.3.   OP 6.9.3   Provide Foreign Security Force (FSF) Logistics Support
          E2.2.1.4.   OP 8.3   Provide Advisory Assistance
          E2.2.1.5   OP 8.4   Develop FSF Training
          E2.2.1.6   TA 7.4.3.4 Develop Language Proficiency
          E2.2.1.7   TA 7.4.3.5 Develop Cultural Proficiency

     E2.2.2   The secondary UJTs directly supported are:
          E2.2.2.1   SN 8.1.3   Conduct Stability Operations
          E2.2.2.2   OP 1.2.4.8 Conduct UW
          E2.2.2.3   OP 1.5.5   Assist in Populace and Resource Control
          E2.2.2.4   OP 3.6   Conduct COIN
          E2.2.2.5   OP 4.4.5   Train Joint Forces and Personnel
          E2.2.2.6   OP 4.7.7   Conduct FID
          E2.2.2.7   OP 5.7   Coordinate and Integrate Joint/Multinational and
                  Interagency Support
          E2.2.2.8   OP 5.7.11 Execute Theater Security Cooperation Plans (TSCP)
          E2.2.2.9   OP 6.5.5   Integrate Host Nation (HN) Security Forces and Means
          E2.2.2.10 OP 7.3   Conduct Security Cooperation (SC) and Partner Activities
                  Operations in Joint Operations Area (JOA)
          E2.2.2.11 TA 5.7   Support Civil Administration
          E2.2.2.12 TA 5.9.4   Conduct Civil-Military Operations

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[2] Common training standards for SFA are a menu of standardized SFA tasks (KSAAs) with associated metrics

E2.3   SFA programs are built on the successful completion of Service or Component specific individual training programs, complemented with strong unit collective training programs. Many of the SFA individual-enabling skills and qualifications are acquired through the assessment and selection of the individual based upon their technical expertise, experience, and personal readiness for the environment into which they will most likely deploy, followed by attendance and graduation of an approved advisor/SFA program of instruction or execution of specific training for advisor skills. The SFA collective-enabling skills are developed through the preparation, training, and experience gained through execution of team and unit collective training and exercises.

E2.3.1   Properly trained individuals/units are able to effectively articulate and demonstrate proficiency in the execution of simple to complex tasks, from individual to collective, and the SFA developmental tasks associated with operations/activities.

E2.3.2   Individuals/units should employ a collection of individual and collective capabilities to execute the SFA developmental tasks of organize, train, equip, rebuild/build, and advise (OTERA). Mission effectiveness will depend on many factors including advisor training and team composition.

E2.3.3   As individuals/units acquire the skills, training, and experience to execute the individual-enabling, collective-enabling, and developmental tasks, their capabilities shall be tracked within Service or Component personnel systems in accordance with References (c) and (h).

E2.3.4   Services are encouraged to identify or certify personnel with SFA skills, training, education, or experience, using this guide as a reference.

E2.3.5   Nothing in this document precludes the commander from conducting SFA without "certified" advisors, as the full array of SFA capabilities is normally drawn from various members of a unit or collective organization in order to build an effective SFA team/element. It is the force requestor's responsibility to identify specific training or qualifications necessary for individuals/units.

E2.3.6   The identification of an individual as trained in specific SFA KSAAs or "certified" to meet Service-designated criteria is intended to provide the commander, the DoD community, the joint force provider, and the supported joint force commander a means to identify, track, and employ appropriately trained and experienced personnel to address the full range of strategic, sensitive, high-risk, or operation/situation specific SFA missions or activities.

E3. ENCLOSURE 3
COMMON TRAINING STANDARDS FOR SECURITY FORCE ASSISTANCE (SFA)

1. Individual-enabling knowledge, skills, abilities, and attitudes (KSAAs):
   1. Possess language capability
   2. Possess medical capability
   3. Proficient in survival, evasion, resistance, and escape (SERE), anti-terrorism, and force protection (AT/FP) measures
   4. Proficient in instruction techniques
   5. Proficient in cross-cultural communications
   6. Possess regional experience/orientation/expertise
   7. Proficient in the preparation of an area study/assessment
   8. Possess knowledge of Security Cooperation (SC), Security Assistance (SA), Foreign Military Sales (FMS), and other training, equipping, and funding resources
   9. Possess knowledge of the Department of Defense, interagency (IA), Combatant Commands (CCMD), and Country Team activities
   10. Possess advisor specific skills
   11. Possess a basic understanding of insurgency
   12. Possess a basic understanding of counterinsurgency (COIN) tactics, techniques, and procedures (TTPs)
   13. Possess a basic understanding of foreign internal defense (FID) TTPs
   14. Proficient/certified/qualified in military occupational specialty (MOS)/Air Force Specialty Code (AFSC)/Navy Enlisted Classification (NEC) or capability being provided

2. Collective-enabling KSAAs:
   1. Conduct SFA mission analysis and planning
   2. Assess foreign security forces (FSF) unit (organizational, institutional, environmental)
   3. Develop FSF
   4. Build effective advisor/SFA team(s)
   5. Provide force protection and sustainment
   6. Operate effectively with the FSF and amongst the population
   7. Conduct negotiations, mediation, key leader engagement (KLE), and conflict resolution
   8. Communicate in the SFA environment
   9. Maintain situational awareness and contextual understanding of the FSF actions
   10. Build upon current FSF capabilities and sustainable processes
   11. Execute all actions/activities within appropriate and authorized processes
   12. Establish/maintain unity of effort

3. Security Force Assistance Developmental Tasks:
   1. Organize FSF
   2. Train FSF
   3. Equip FSF
   4. Rebuild/build FSF infrastructure
   5. Advise FSF

Security Force Assistance Individual-Enabling Tasks/Skills

TASKS	CONDITIONS AND STANDARDS	REFERENCES
1.1 Possess Language Capability	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** Ratings in accordance with (IAW) the Interagency Language Roundtable (ILR) Defense Language Proficiency Test (DLPT) **Not Qualified**: Less than 40 hours of language training **Level 1:** $\geq$40 hours of language training, 10 hours in a formal setting **Level 2:** Minimum of (0+/0+/0+)* or above **Level 3:** Minimum of (1/1/1)* or above **Level 4:** Minimum of (2/2/2)* or above *Two of the three modalities are required, with speaking being preferred.	ILR Website: http://www.govtilr.org/ DoD Instruction (DoDI) 5160.71, DoD Language Testing Program: http://www.dtic.mil/whs/directives/corres/pdf/516071p.pdf
1.2 Possess Medical Capability	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** All deploying personnel must meet all respective CCMD medical training requirements; all medical specialties or certifications must be Service recognized and tracked; Level 2-4 requirements are IAW the current Tactical Combat Casualty Care (TCCC/T3C) provider level skills list **Not Qualified:** Less than current Self Aid and Buddy Care (SABC)/Self-Aid/Buddy-Aid certified or Service equivalent **Level 1:** SABC or Self-Aid/Buddy-Aid certified or Service equivalent **Level 2:** Certified IAW TCCC/T3C "All" category or Combat Life Saver (CLS) category **Level 3:** Corpsman/Service Combat Medic (CM) **Level 4:** Special Operations Forces (SOF) Advanced Tactical Practitioner (ATP), United States Air Force (USAF) Pararescue Jumper (PJ), or Critical Care Flight Paramedic (CCFP)	TCCC/T3C Website: http://www.health.mil/Education_And_Training/TCCC.aspx TCCC Skills List: http://www.health.mil/Libraries/110808_TCCC_Course_Materials/TCCC-Skill-Sets-by-Provider-Level-110808.pdf
1.3 Proficient in SERE or Requisite Anti-Terrorism and Force Protection (AT/FP)	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** IAW respective theater and country entry requirements and the Joint Standards for SERE training in support of (ISO) Code of Conduct, Joint Personnel	DoD FCG Website: https://www.fcg.pentagon.mil/ Anti-terrorism Level-1: https://atlevel1.dtic.mil/at/ JPRA Website:

TASKS	CONDITIONS AND STANDARDS	REFERENCES
measures	Recovery Agency (JPRA) **Not Qualified:** Does not meet Service, Geographic Combatant Command (GCC), and DoD Foreign Clearance Guide (FCG) requirements for area of deployment **Level 1:** Meets all Service, GCC, and DoD FCG requirements **Level 2:** Current SERE Level A and all Service, GCC, and DoD FCG entry requirements **Level 3:** Current SERE Level C and all Service, GCC, and DoD FCG entry requirements	http://www.jpra.mil/ Joint Standards for SERE training ISO Code of Conduct: https://prpublic.jpra.mil/Military/References/SERE%20Trng%20in%20Support%20of%20CoC%20Guidance.pdf
1.4 Proficient in Instruction Techniques	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** MOS, AFSC, NEC, Additional Skill Identifier, Skill Qualification Identifier, Project Development Skill Identifier, or certification must be Service recognized and tracked **Not Qualified:** Does not meet any of the below requirements **Level 1:** Service-recognized Instructor certification **Level 2:** Certified as an Observer Controller/Observer Trainer, Master Training Specialist, training or performance evaluator, or platform instructor at a Service school or academic institution, or Service-recognized equivalent **Level 3:** Teaching degree/certificate or minimum of 2-years of experience at Level 2	DoD Manual 3305.13-M, DoD Security Accreditation and Certification: http://www.dtic.mil/whs/directives/corres/pdf/330513m.pdf Army Staff and Faculty Curriculum Website: http://www.atsc.army.mil/itsd/s&f/corecurr.asp Air Force Manual (AFM) 36-2236, Guidebook for Air Force Instructors: http://www.af.mil/shared/media/epubs/AFMAN36-2236.pdf

1.5
Proficient in Cross-Cultural Communications
	Condition: Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations.
	
	Standard: Ratings IAW ILR Skill Level Descriptions for intercultural communication (Level: 0-5). Tasks specific to advisors are listed as items (a-h) below and apply at all levels
	
	Not Qualified: Does not meet any of the below requirements
	Level 1: Elementary Competence
	Level 2: Limited Working Competence
	Level 3: Professional Competence
	   a. Able to identify and discern cultural differences
	   b. Able to interpret the nonverbal behavior of individuals from the FSF and the population
	   c. Understands and applies perspective-taking skills
	   d. Able to identify common goals and common ground with individuals from another culture,
		Note: Most effectively evaluated through scenario based vignettes with experienced observer/ controllers (O/Cs) as role players
		
		ILR Skill Level Descriptions for Competence in Intercultural Communication (Level: 0-5)
		http://www.govtilr.org/Skills/Competence.htm
		
		DoD Cross Cultural Competence Website:
		http://www.defenseculture.org/
		
		Developing and Managing Cross-Cultural Competence

TASKS	CONDITIONS AND STANDARDS	REFERENCES
	recognizing the similarities as well as the differences e. Demonstrates adaptability and displays a desire to engage unfamiliar situations f. Applies knowledge of cultural customs and gender perspective to build rapport and enhance communications (e.g. holding hands, drinking tea, eating goat, etc.) g. Able to operate in ambiguous or uncertain environments h. Detect manipulation and deception in interpersonal interactions with the FSF	*Within DoD,* DEOMI working group report: http://www.deomi.org/Cultural Readiness/documents/RACCA _WG_SG2_Workshop_Report .pdf
1.6 Possess Regional Experience/ Orientation/ Expertise	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** Ratings IAW Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3210.06 "Irregular Warfare" Enclosure B- DoD Regional Proficiency Guidelines (Level: 0+ up to 5) **Not Qualified:** Does not meet any of the below requirements **Level 0+:** Pre-Novice **Level 1:** Novice **Level 2:** Associate **Level 3:** Professional	*Note: Best done in conjunction with (ICW) the development of an Area Study* DoDI 5160.70, Management of DoD Language and Regional Proficiency Capabilities: http://www.dtic.mil/whs/direct ives/corres/pdf/516070p.pdf CJCSI 3210.06, Irregular Warfare: http://www.dtic.mil/cjcs_direct ives/cdata/unlimit/3210_06.pd f Defense Language Institute Foreign Language Center Cultural Awareness Assessment (CAA): http://famdliflc.lingnet.org/CA A/(S(zoo1u245knykps2hgwes oezo))/index.aspx
1.7 Proficient in the Preparation of an Area Assessment or Area study	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Proficient in the preparation of an Area Study b. Understand the requirements for an Area Assessment	Field Manual (FM) 3-05.401, Civil Affairs TTP, App. A Multi-Service TTP (MTTP) for Advising Foreign Forces, "Advising" (Air Land Sea Application Center (ALSA)): http://www.alsa.mil/library/mtt ps/advising.html , App B, pg. 129 Training Circular (TC) 18-01, UW: App A: Area Study, App B Area Assessment

TASKS	CONDITIONS AND STANDARDS	REFERENCES
		Executive Order 13595
1.8 Possess Knowledge of SC, SA, FMS, and other available funding sources and authorities	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** (Must possess or complete one of the below) **Level 1:** Complete the Defense Institute of SA Management (DISAM) SC familiarization course-online (SC-FAM-OL) **Level 2:** (Meet one of the below requirements) a. Possess current acquisitions/Logistics MOS/AFSC/NEC/Code or current Logistics Duty Position b. Serve previously as a member of a Security Cooperation Organization (SCO) c. Completed DISAM SC Management Online Course (SCM-OC-OL) or higher	DSCA SC Toolkit PDF: http://www.disam.dsca.mil/documents/sc_tools/sc_toolkit/sc_toolkit_brochure.pdf DISAM SC-FAM-OL: http://www.disam.dsca.mil/pages/courses/online/sc_fam.aspx?tab=reg DISAM SCM-OC-OL: http://www.disam.dsca.mil/pages/courses/online/scm-oc-ol.aspx?tab=des
1.9 Possess Knowledge of Department of Defense, IA, CCMD, and Country Team activities	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** (Must possess or complete one of the below) a. Served previously as part of a Country Team, Military Attaché, or SCO, or; b. Served as a member of a Provincial Reconstruction Team (PRT), other IA Reconstruction or Development Team, Civil-Military Team or; c. Completed the Joint Civil-Military Operations (CMO) Course or Similar, or; d. Completed Foreign Service Institute PRT training or the Ministry of Defense Advisor/Civilian Expeditionary Workforce/Civilian Response Corps course, or; e. Completed the Joint Knowledge Online (JKO) IA 101 Intro Course (J3OP-US833), the Department of State 101-IA course (J3OP-US834), and the United States Agency for International Development (USAID) course (J3OP-US345), or similar joint or Service recognized courses.	Army Regulation (AR) 12-15/ Secretary of the Navy Instruction (SECNAVINST) 4950.4B/Air Force Instruction (AFI) 16–105, Joint Security Cooperation Education and Training Manual: http://www.apd.army.mil/pdffiles/r12_15.pdf *Security Cooperation Organizations in the Country Team Options for Success* (RAND, 2010): http://www.rand.org/pubs/technical_reports/2010/RAND_TR734.pdf
1.10 Possess Advisor Specific Skills	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** Receive a minimum of 10 hours or greater of formal classroom education in Advisor Skills, and practical application and demonstrated ability to conduct the following tasks: a. Understand the role of the advisor	TC 31-73, Special Forces Advisor Guide, Special Forces Job Analysis Navy Marine Corps (NAVMC) 3500.59A, Security Cooperation Training and Readiness Manual

TASKS	CONDITIONS AND STANDARDS	REFERENCES
	b. Demonstrates the interpersonal skills that contribute to being an effective advisor (patience, adaptability, judgment, team player, initiative) (Note: the listed interpersonal skills are not all inclusive.) c. Demonstrate the ability to identify and mitigate resistance with your counterpart d. Demonstrate the ability to identify when to use compliance vs. commitment, and properly select the appropriate influence technique(s) for the situation e. Demonstrate the variable of influence for the advisor (rapport, credibility, and value) f. Understand the importance of rapport, how to establish it, and how to evaluate how effective it is (understanding, respect, and trust) g. Understand how to build credibility (leadership, expertise, understanding, advice) h. Understand how to provide value to your counterpart (training, enablers, power, funding, advice (but only after credibility is established)) i. Demonstrate the principles and TTPs of effective negotiations and conflict resolution j. Demonstrate how to plan for and effectively use an interpreter	AFTTP 3-4.5, Air Advising MTTP for Advising Foreign Forces, "Advising": see 1.7 Army Research Institute (ARI) Technical Report (TR) 1248, *The Human Dimension of Advising*: http://www.dtic.mil/cgi-bin/GetTRDoc?Location=U2&doc=GetTRDoc.pdf&AD=ADA507713 ARI Research Product 2011-10, *Influence Self-Assessment*: http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA534107&Location=U2&doc=GetTRDoc.pdf "Understanding Resistance" trainer (SimuLearn) "Virtual Advisor Influence" trainer, Center for Army Leadership (CAL)
1.11 Possess Basic Understanding of Insurgency	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Explain the definition of an insurgency b. Understand the prerequisites for an insurgency to exist c. Explain the three components of an insurgency d. Identify additional elements that may be present in an insurgency e. Explain the dynamics of an insurgency f. Understand the vulnerabilities of an insurgency	Joint Publication (JP) 3-24, COIN Operations: http://www.dtic.mil/doctrine/new_pubs/jp3_24.pdf *Casebook on Insurgency and Revolutionary Warfare: 23 Summary Accounts* (American University, Special Operations Research Office, 1962) TC 18-01, Special Forces Unconventional Warfare
1.12 Possess Basic Understanding of COIN Doctrine and TTPs	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** Meet the requirements of (a) below; or (b-g) a. Combined Joint Operations Area – Afghanistan (CJOA-A) COIN Qualification Standards for the United States Central Command (USCENTCOM) area of responsibility (AOR); **or,** b. Understand the doctrinal approach to COIN	FM 3-24.2, COIN Qualification Standards for CJOA-A JP 3-24, COIN Operations FM 3-24/Marine Corps Warfighting Publication (MCWP) 3-33.5, COIN Operations

TASKS	CONDITIONS AND STANDARDS	REFERENCES
	c. Understand the problem with traditional military approaches in a COIN environment d. Understand the principles of a population centric approach to COIN operations e. Understand the spectrum of conflict in a COIN environment f. Understand the USAID current stability framework tools; Conflict Assessment Framework (CAF) and District Stability Framework (DSF) g. Understand the principles of gender perspective integration in COIN	MCWP 3-33.1, Marine Air-Ground Task Force Civil-Military Operations NAVMC 2890, Small Wars Manual *U.S. Marines and Irregular Warfare*; USAID DSF email: DSF@usaid.gov
1.13 Possess Basic Understanding of FID Doctrine and TTPs	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Understand the definition of FID and the importance of all elements of national power b. Understand Internal Defense and Development (IDAD) c. Understand the actions of the Country Team and the USAID d. Understand Building Partner Capacity (BPC) and Security Sector Reform/Security Sector Assistance	JP 3-22, FID Army FM 3-05.2, FID Navy TTP (NTTP) 3-05.7, FID NAVMC 3500.97 mission essential task (MET) #11, Conduct FID
1.14 Proficient/ Certified/ Qualified in MOS/AFSC/ NEC being provided	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Qualified in MOS/AFSC/NEC for which the individual is being used b. Proficient in the task, mission, skill, or capability for which the individual is transferring to the FSF c. Certified/experienced at the level (ministerial/strategic, operational, tactical), type (operating force, generating force), and force appropriate (civilian/SOF/service/police/military/ border/other)	

Security Force Assistance Collective-Enabling Tasks

TASKS	CONDITIONS AND STANDARDS	REFERENCES
2.1 Conduct SFA Mission Analysis and Planning	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Determine the FSF missions, roles, and	American, British, Canadian, Australian, and New Zealand Armies Program (ABCA) publication 369, *Security Force Capacity Building Handbook* and *SFA Planner's*

TASKS	CONDITIONS AND STANDARDS	REFERENCES
	responsibilities within the policies, guidance, and directives of the legitimate authority, measuring those against the current theater or country campaign plans ISO U.S. objectives (Mission Essential Task List (METL)) b. Conduct Pre-Deployment Site Survey (PDSS) c. Understand the SFA planning process and be familiar with the available SFA planning tools/guides d. Ensure familiarity with U.S. laws, HN laws, international agreements, information sharing agreements, etc.	*Guide: FSF Force Development* - both available at JCISFA, https://jcisfa.jcs.mil Marine Corps Civil-Military Operations School SC Planner's Course: http://www.scetc.usmc.mil/Pages/OT.aspx
2.2 Assess FSF Unit *(Organizational, Institutional, Environmental)*	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Assess the FSF current capabilities, required capabilities to meet the current and projected environment, and the institutional gaps that must be addressed to enable the FSF to adequately sustain the desired capabilities b. Conduct mission analysis from the FSF point of view in the context of their environment, resources, and cultural contexts to determine desired proficiency levels for established METs c. Assess the FSF commitment to the legitimate authority and to the determined developmental activities and end states d. Determine the FSF developmental gaps and underlying conditions of those gaps (doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P), political, military, economic, social, information, and infrastructure, and physical environment (PMESII-PT), mission, enemy, terrain and weather, troops and support available-time available and civil considerations (METT-TC)) e. Determine how to integrate viable measure of effectiveness (MOE) and measures of performance (MOP) into unit specific FSF and the SFA organization f. Determine the capability and the required capacity as they relate to the environment and what the FSF are required to do g. Determine the required SFA capabilities, within the SFA providing unit, to support the execution of the SFA developmental tasks: OTERA h. Understand the interagency assessment and planning process Tactical Conflict Assessment and	SFA Planner's Guide: FSF Force Development (JCISFA): https://jcisfa.jcs.mil FM 3-24.2, Tactics in Counterinsurgency MCCMOS SC Planner's Course: http://www.scetc.usmc.mil/Pages/OT.aspx COIN Leader's Workshop: http://usacac.army.mil/cac2/coin/ TCAPF assessment framework/tool: http://usacac.army.mil/cac2/call/docs/10-41/ch_2.asp

TASKS	CONDITIONS AND STANDARDS	REFERENCES
	Planning Framework (TCAPF) and DSF	

2.3
Provide Effective FSF Development
	Condition: Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations.
	
	Standard:
	  a. Ensure all actions and activities of the advisor and the FSF support the legitimacy of the USG recognized governing authority (HN, partner nation, regional forces, guerilla or irregular forces, etc.)
	  b. Develop credible, capable, competent, confident, and committed FSFs
	  c. Develop rapport with your FSF counterpart
	  d. Work closely with your FSF counterpart (eat, sleep, and operate together)
	  e. Use the appropriate TTPs to develop the FSF (trainers, advisors, partners, augments)
		TC 31-73, Special Forces Advisor Guide
		
		MTTP for Advising Foreign Forces, "Advising": see 1.7
		
		Handbook 08-21, Combat Advisor, Center for Army Lessons Learned (CALL)
		
		AFTTP 3-4.5, Air Advising
		
		ARI TR 1248, *The Human Dimension of Advising*: see 1.10.

2.4
Build Effective Advisor/SFA Teams
	Condition: Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations.
	
	Standard:
	  a. Assemble appropriate personnel based upon required area of expertise* (e.g., vertical engineer, rotary wing pilot, law enforcement professional, etc.) IAW determined FSF developmental needs
	  b. Ensure requisite rank, gender, or status of personnel in relation to the level of interaction and influence desired/required with the FSF, population, and internal team or other coalition forces
	  c. Select/assign team member(s) according to prior working knowledge/past experience with the FSF
	  d. Select personnel with regional expertise (language and culture)
	  e. Ensure advisor/SFA team compatibility (team building activities, member attributes)
	  f. Structure team according to team functional requirements and requisite expertise
	  g. Manage interpersonal and inter-group conflict
	  h. Assess team composition for effectiveness during interaction with the FSFs, the population, and internal team members
	
	Note: These must be selected against and cannot be trained after notification. Assess, select, and assign according to team dynamics. Team dynamics/unit cohesion have the greatest impact on mission accomplishment (Interaction Research Institute (IRI)).
		TR 1249, Team Optimal Profile System
		
		Scenario Training for Agile Teams
		
		USMC Marine Advisor Rapport Assessment Program

TASKS	CONDITIONS AND STANDARDS	REFERENCES
2.5 Provide Force Protection and Sustainment	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Apply requisite force protection/survival skills equivalent to the environment being deployed: self-defense, combat skills training, field craft, AT/FP, SERE, mountain warfare, force health, etc. b. Plan for contingency or quick reaction force c. Integrate FSF into the force protection plan d. Verify theater and country travel requirements, to include force health protection requirements e. Plan and implement internal team Force Protection against external threats and possible FSF threat infiltration f. Plan for the conduct of personnel recovery operations g. Develop movement plan; with and without FSF h. Identify and coordinate with all existing units, organizations, and assets that may provide value i. Plan and coordinate for sustainment items (food, water, shelter, transportation, medical, munitions, personal hygiene, etc.) j. Conduct preventative maintenance and security system review of all modes of transportation k. Identify funding, resources, and procedures to support all individual, team, and SFA activities	Reference Service and theater specific training and travel requirements for the Area of Operations (AO): https://www.fcg.pentagon.mil/ and http://www.travel.state.gov/ 08-21, Combat Advisor, Center for Army Lessons Learned (CALL) AFTTP 3-4.5, Air Advising
2.6 Operate Effectively with the FSF and amongst the Population	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Effectively employ cross-cultural communications; advising FSF, understanding FSF problems, operating among the population, engaging across genders b. Understand local hierarchy of needs among the population (e.g., how the local population's priorities fall within Maslow's hierarchy, what is important to the FSF) c. Understand and employ local cultural standards and expectations (dos & don'ts) d. Continually assess individual/team performance	TC 31-73, Special Forces Advisor Guide MTTP for Advising Foreign Forces, "Advising": see 1.7 AFTTP 3-4.5, Air Advising ARI TR 1248, *The Human Dimension of Advising*: see 1.10
2.7 Conduct Negotiations, Mediations and KLE	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Understand the requirements to prepare for	*Note: KLE is **NOT** an event between the advisor and his FSF counterpart, but may be an event in which the advisor works with his FSF counterpart during a KLE*

TASKS	CONDITIONS AND STANDARDS	REFERENCES
	effective negotiations b. Understand the best alternative to a negotiated agreement (BATNA) c. Understand when and with whom to negotiate d. Understand the requirements to prepare for a KLE e. Understand when and with whom to conduct a KLE f. Understand the difference between Mentoring/ Relationship building and a KLE g. Apply the appropriate influence and persuasion techniques during negotiations h. Understand the principles of mediation i. Understand conflict analysis and conflict management	*with another Key Leader (e.g., coalition force (CF) CDR, village elder, sheik, minister of a department, etc.).* "Challenges in Utilising Key Leader Engagement in Civil-Military Operations," http://www.dtic.mil/dtic/tr/fulltext/u2/a546911.pdf
2.8 Communicate in the Advising/ SFA Environment	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Communicate in the language used by the FSF; basic survival words/phrases to build a relationship with the FSF counterpart, demonstrate commitment, and enable advising; engage all elements of the population b. Each deploying SFA unit (team/individual) possesses a minimum of one linguist/interpreter/ team member in the target language at (2/2/2) and one linguist/interpreter/team member in the target language at (1/1/1) c. Effectively manage and employ interpreter(s) d. Transfer information, skills, and expertise during training, advising, and operations e. Interpret verbal and nonverbal cues common in the AO	ARI TR 1248, *The Human Dimension of Advising*: see 1.10 USMC Advisor Training Impact System (MATIS) Interaction Research Institute (IRI) report, "Advisor Programs": http://www.irism.com/IRIUSMCServiceDescriptions.pdf
2.9 Maintain Situational Awareness and Contextual Understanding of the FSF actions	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Develop an understanding of the operational environment; social, cultural, religious, gender, geographic, and historical contexts b. Interpret events through the cultural lens of the FSF; the population; and the threat, if applicable	MTTP for Advising Foreign Forces, "Advising": see 1.7 FM 3-24.2, Tactics in COIN - Operational Culture for the War fighter: Principles and Application, 1st & 2nd Editions Combat Hunter (USMC)
2.10 Build upon current FSF Capabilities and Sustainable	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:**	USSOCOM Joint Lessons Learned Information System (JLLIS) JCISFA

TASKS	CONDITIONS AND STANDARDS	REFERENCES
Processes (*This is a preparatory/ enabling task, a study of the FSF and any and all SFA activities that have been conducted with the specific FSF*)	a. Develop a detailed understanding of how the FSF is supposed to operate: organizations, doctrine, leadership, training methods, etc. b. Determine and review: past engagements, past SFA activities, resources provided, and facilities available c. Review previous SFA after action reports (AARs), reports, and exit summaries from the country of deployment and from the specific FSF d. Register for and use current SFA resources, forums, databases, and centers of expertise e. Initiate SFA AAR prior to PDSS and submit upon completion of mission	U.S. Army CALL Theater/Country Security Cooperation Officer
2.11 Execute all actions/activities within appropriate and authorized processes *(Funding, Foreign Disclosure, Legal Authorizations, Advisor Activities)*	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Properly execute information and equipment transfer, use of funds, property accountability and disposition, foreign disclosure, approved TTPs, advisor authorized activities, etc. (e.g., Foreign Disclosure Officer , Regional Affairs Officer, DISAM, Field Ordering Officer , Commander's Emergency Response Program (CERP), SA, Section 1206 Global Train and Equip Authority, FMS) b. Ensure proper use of funds and from the appropriate funding source c. Ensure all information, materiel, and TTPs have been cleared for foreign disclosure d. Conduct only authorized activities ISO FSF development e. Understand U.S. standard and FSF standard in regards to corruption and acceptable standards of conduct f. Ensure approval from higher is received for all activities that may fall outside the norm. (e.g., patches, uniform deviations, grooming standards, force protection, reporting, etc.) g. Ensure all personnel, equipment, and accessories are pre-authorized and cleared for movement through HN Customs h. Identify and report any potential issues or gaps with the current authorities and processes	Foreign Disclosure Officer Security Assistance Manual National Disclosure Policy Document 1 (NDP-1) Theater/Country Security Cooperation Organization/ Officer
2.12 Establish/ Maintain Unity of Effort	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:**	Theater Campaign Plan Theater Security Cooperation Plan

TASKS	CONDITIONS AND STANDARDS	REFERENCES
	a. Conduct all operations and activities maximizing unity of effort with all other agencies and organizations: civilian-military, other governmental agencies, non-governmental agencies, other services, coalition forces, private contractors, etc. b. Plan and manage SFA activities to support a higher Campaign Plan	Country Plan Operational Plans Country IDAD Plan

Security Force Assistance Developmental Tasks
(FSF Capability development must occur within the context of FSF DOTMLPF-P or Similar construct)

TASKS	CONDITIONS AND STANDARDS	REFERENCES
3.1 **Organize Foreign Security Forces** (*Includes all activities taken to create, improve, and integrate doctrinal principles, organizational structures, and personnel management. This may include doctrine development, unit/organization design, command and staff processes, and recruiting/ manning.*)	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Determine FSF generating and operating requirements, for both generating forces and operating forces b. Design organizational structures ICW FSF legitimate authority desires and sustainable capabilities and capacities, in relation to the expected or enduring operating environment, within USG objectives c. Determine the appropriate design of the organization to meet operational requirements (Based upon FSF assessment as outlined in Task 2.2; Assess FSF Unit) d. Determine materiel requirements for the organization e. Determine leader development needs and education f. Determine/develop appropriate staff g. Determine required skills to be trained/developed h. Determine appropriate doctrine/standard operating procedures i. Implement/advise recruiting operations j. Determine the required FSF generating force functions to sustain the organization	*Note: All developmental activities must be done "ICW the legitimate authority"* SFA Planner's Guide: FSF Force Development (JCISFA) FM 3-24.2, Tactics in COIN
3.2 **Train Foreign Security Forces** (*All activities taken to create, improve, and integrate training, leader*	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Determine/develop FSF unit METL b. Determine FSF force operating capabilities that support FSF METL	*Note: All developmental activities must be done "ICW the legitimate authority"* Joint Security Cooperation Education and Training Manual (Jan 2011)

TASKS	CONDITIONS AND STANDARDS	REFERENCES
development, and education at the individual, leader, collective, and staff levels. This may include the development and execution of programs of instruction, training events, and leader development activities.)	c. Develop training plans ICW FSF leadership desired end states d. Develop programs of instruction for required blocks of training/instruction e. Ensure instructors are subject matter experts qualified in methods of instruction and appropriate instruction techniques are used f. Instructor effectively communicates with the FSF training audience (language/interpreter) g. Establish FSF trainers through a train-the-trainer process h. Ensure appropriate FSF standards are developed and used for all training events i. Ensure consideration and inclusion of women's and children's rights, and gender integration	JP 3-22, FID NAVMC 3500.59A, Security Cooperation Training and Readiness Manual Executive Order (EO) 13595, DoD Implementation Plan on Women, Peace, and Security Objectives
3.3 **Equip Foreign Security Forces** *(All activities to create, improve, and integrate materiel and equipment, procurement, fielding, accountability, and maintenance through life cycle management. This may include new equipment fielding, operational readiness processes, repair, and recapitalization.)*	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Assess current status of FSF equipment on hand and the associated processes b. Verify the U.S. supported equipping plan for the FSF organization with regards to the threat c. Determine appropriate equipment type and numbers that are sustainable and supportable by the FSF (technically, financially, availability, interoperability, accountability) d. Ensure provided equipment and future planning considers the potential for differences in: diverse abilities, varying sizes or body composition, gender requirements, and cultural acceptability e. Provide, account for, track, and repair provided items IAW current policy, authority, rules, and regulations utilizing the appropriate funding sources or processes (DISAM/DSCA) f. Advise/develop FSF accountability and sustainment plan for equipment and resources	*Note: All developmental activities must be done "ICW the legitimate authority"* DSCA SC Tools PDF DISAM courses; catalog: http://www.disam.dsca.mil/pages/courses/onsite/catalog/default.aspx; Security-Cooperation Related Tools webpage: http://www.disam.dsca.mil/pages/tools/default.aspx
3.4 **Build/Rebuild Foreign Security Force Infrastructure** *(All activities to create, improve, and integrate facilities. This may include physical infrastructures*	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations. **Standard:** a. Assess current facilities for the FSF using acceptable standards for the region b. Determine facilities required to be built or improved to meet FSF organization end state c. Ensure unity of effort and integration of infrastructure improvements with country team and other lines of development	*Note: All developmental activities must be done "ICW the legitimate authority"* SFA Facilities and Infrastructure Guide (JCISFA)

TASKS	CONDITIONS AND STANDARDS	REFERENCES
such as bases and stations, lines of communication, ranges and training complexes, and administrative structures.)	d. Consider 2nd and 3rd order effects when commissioning or executing projects with regards to contracting, project determination, FSF or HN support, human rights and labor, timelines, community, gender, etc.	

3.5 **Advise Foreign Security Forces** *(All activities to provide subject matter expertise, guidance, advice, and counsel to FSF while carrying out the missions assigned to the individual/unit/or ganization. Advising will occur under combat or administrative conditions, at tactical or operational levels, and in support of individuals or groups.)*	**Condition:** Conduct SFA across the range of military operations, the spectrum of conflict, and all phases of military operations.
	
	Standard:
	a. Use appropriate means for advising FSF (limited, embedded, partnering, augmenting)
	b. Effectively communicate with your FSF counterpart
	c. Effectively communicate through an interpreter
	d. Build rapport with your FSF counterpart
	  -Develop a rapport plan
	  -Establish a relationship with your FSF counterpart
	  -Employ cross-cultural empathy
	  -Understand your FSF counterpart's actions through their point of view
	  -Understand societal influences on your counterpart
	  -Gain the trust of your FSF counterpart
	  -Understand your counterpart's cultural, social, gender, and personal filters
	e. Establish credibility with your FSF counterpart
	f. Provide/demonstrate value to your FSF counterpart (subject matter expertise/knowledge, experience, access, materiel)
	g. Use the proper influences technique(s) at the appropriate times
	h. Understand and employ effective negotiations ISO your FSF counterpart
	i. Effectively influence/advise higher/supporting/adjacent units and other HN or coalition force contributors to progress the SFA mission objectives
	j. Provide subject matter expertise to the FSF on the unit METs according to *your* mission analysis from your *counterpart's* point of view
	k. Determine the appropriate times and tasks in which to teach, coach or advise your FSF counterpart
	l. Evaluate effectiveness of advisor effort
	  -Assess FSF MOE
	  -Assess FSF MOP
	  -Assess SFA unit MOEs that are tied to the FSF
		Note: All developmental activities must be done "ICW the legitimate authority." *Your effectiveness as an advisor is equal to the amount of influence you have on your FSF counterpart's actions and commitment.*
		
		TC 31-73, Special Forces Advisor Guide
		
		FM 3-22, Army Support to Security Cooperation
		
		MTTP for Advising Foreign Forces, "Advising": see 1.7
		
		ARI TR 1248, *The Human Dimension of Advising*: see 1.10
		
		MATIS/IRI report: http://www.irism.com/IRIUS MCServiceDescriptions.pdf
		
		SFA/Advisor Forum https://forums.army.mil/secur e/communitybrowser.aspx?id =62133&lang=en-US
		
		SFA Planner's Guide: FSF Force Development (JCISFA): https://jcisfa.jcs.mil/Public/In dex.aspx

TASKS	CONDITIONS AND STANDARDS	REFERENCES
	MOPs -Assess SFA unit MOPs that are tied to how well the SFA unit determines and conducts the OTERA tasks -Conduct internal assessment of team actions and interoperability	

DEFINITIONS, DESCRIPTIONS, ABBREVIATIONS, AND ACRONYMS

Unless otherwise stated, the terms and definitions contained in this glossary are for the purposes of this guide only.

Many of the entries below are not accepted joint terminology, but descriptive text from Service publications or other accepted sources. The origin is shown to allow readers to evaluate the information and perform additional research if desired.

1206. Section 1206 of the National Defense Authorization Act for Fiscal Year 2006 (as amended through FY 11), which provided DoD authority to train and equip foreign security forces (FSF) and maritime security forces to conduct counterterrorism and stability operations.

Advise. All activities to provide subject matter expertise, guidance, advice, and counsel to FSF while carrying out the missions assigned to the unit/organization. Advising can occur under combat or administrative conditions at the tactical, operational, and strategic levels, and in support of individuals or groups. (USSOCOM SFA Introductory Guide/JCISFA SFA Planner's Guide: FSF Force Development)

Advisor. Advisors provide expert opinion, advice, or counsel by focusing on both personal development (interpersonal and communication skills) and professional development (technical and tactical knowledge) to develop mutual trust and respect. Every advisor has to be a trainer, but not all trainers can perform the more demanding task of advising. Training occurs in a controlled environment with the trainer frequently following a fixed program of instruction to improve unit skills, whereas advising often requires the advisor to develop a training program and then coach or advise the unit under actual circumstances where the outcomes are real. The tasks of teach, train, coach, advise, and mentor align with corresponding FSF tasks of learn, practice, and execute. (Multi-Service TTP (MTTP) for Advising Foreign Forces, "Advising" (Air Land Sea Application Center (ALSA)))

Assessment. Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (JP 1-02. Source: JP 3-0)

Assist. Consists of all activities to provide the FSF temporary access to U.S. or Coalition Force capabilities and capacities they otherwise may not have. In reference to SFA, units conduct assistance to support the execution of the developmental tasks. To assist should not create a dependency on the provider or create an undesired effect in force development. (USSOCOM SFA Introductory Guide/JCISFA SFA Planner's Guide: FSF Force Development)

Augmenting. An arrangement where FSF provide individuals or elements to combine with U.S. units, or U.S. individuals or elements combine with FSF. Augmentation improves the interdependence and interoperability of U.S. and foreign security forces. Augmentation can occur at many levels and in many different forms. For example, a U.S. squad can be augmented with host-nation individuals, a U.S. company can be augmented with a host-nation platoon, or a U.S. battalion can be augmented with a company from an FSF. Similarly, augmentation can be of short duration for a specific operation or of a longer duration for an enduring mission.

Augmenting immerses FSF in a U.S. environment to provide language and cultural awareness to the U.S. unit. U.S. forces can also augment FSF. Augmenting can be seen as the middle ground between partnering and embedding advisors with an FSF unit. (FM 3-07.1)

Build/Rebuild. All activities to create, improve, and integrate facilities. This may include physical infrastructures such as bases and stations, lines of communication, ranges and training complexes, and administrative structures. (USSOCOM SFA Introductory Guide/JCISFA SFA Planner's Guide: FSF Force Development)

Capability. The ability to execute a specified course of action or task. Capabilities are conditions-based and require the identification, execution, and integration of critical collective, individual, and supporting tasks in support of the specified course of action/task. (JCISFA SFA Planner's Guide: FSF Force Development)

Coach. Coaching refers to guiding someone through a set of tasks to enhance capabilities already present. Those being coached may or may not realize their potential. The coach helps them understand their current level of performance and instructs them on how to reach the next level of knowledge and skill. Coaching requires identification of short and long term goals and devising plans to achieve those goals. The coach discusses strengths and weaknesses with the person to sustain improvement. (Multi-Service TTP (MTTP) for Advising Foreign Forces, "Advising" (Air Land Sea Application Center (ALSA))

Common training. Training that is not unique to a particular DoD Component; training that has no special distinction or quality to an individual DoD Component and is widely required. (DoDD 1322.18)

Developmental Tasks. Consists of one or more of the tasks within organize, train, equip, rebuild/build, and advise (OTERA) and normally includes all supporting tasks to carry out development in an FSF. (JCISFA SFA Planner's Guide: FSF Force Development)

Equip. All activities to create, improve, and integrate materiel and equipment, procurement, fielding, accountability, and maintenance through life-cycle management in a manner suitable for the FSF. This may include new equipment fielding, operational readiness processes, repair, and recapitalization. (USSOCOM SFA Introductory Guide/JCISFA SFA Planner's Guide: FSF Force Development)

Foreign Internal Defense. Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security. Also called FID. (JP 1-02. Source: JP 3-22)

Foreign Security Forces. FSF include but are not limited to military forces; police forces; border police, coast guard, and customs officials; paramilitary forces; interior and intelligence services; forces peculiar to specific nations, states, tribes, or ethnic groups; prison, correctional, and penal services; and the government ministries or departments responsible for the above services. (JP 3-05)

FSF Organization Capacity. Organization capacity is the distance, scale, and duration across with which a specific FSF unit can effectively employ its capabilities; and, is a function of protection, sustainment, endurance, and relative mission task ability. Once exceeded, the FSF unit culminates or becomes less effective in its mission tasks. (JCISFA SFA Planner's Guide: FSF Force Development)

Interpreter. Interpretation involves the immediate communication of meaning from one language to another. Although there are correspondences between interpreting and translating, an interpreter conveys meaning orally, while a translator conveys meaning from written text to written text. Only individuals performing at the Professional Performance levels are properly termed "interpreters." (Interagency Language Roundtable, http://www.govtilr.org/index.htm)

Language skilled. A person who possesses a foreign language capability in one or more foreign languages. (DoDD 5160.41E)

Language Professional. A person who possesses a foreign language capability, as defined in Interagency Language Roundtable Skill Level Descriptions (Reference (d)), in one or more foreign languages and requires a foreign language to perform his or her primary function. (DoDD 5160.41E)

Organize. All activities taken to create, improve, and integrate doctrinal principles, organizational structures, and personnel management. This may include doctrine development, unit/organization design, command and staff processes, and recruiting/manning. (USSOCOM SFA Introductory Guide/JCISFA SFA Planner's Guide: FSF Force Development)

Partnering. Partnering attaches units at various levels to leverage the strengths of both U.S. and foreign security forces. As a foreign security force's capabilities mature, the echelon and degree of partnering decrease. As the foreign security force conducts more autonomous operations, U.S. forces still provide quick reaction forces and other assistance as appropriate. (FM 3-07.1)

Regional Expertise. Graduate level education or 40 semester hours of study focusing on but not limited to the political, cultural, sociological, economic, and geographic factors of a foreign country or specific global region through an accredited educational institution or equivalent regional expertise gained through documented previous experience as determined by the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) or the Secretary of the Military Department concerned. (DoDD 5160.41E)

Security Assistance. Group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the United States provides defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies and objectives. Security assistance is an element of Security Cooperation funded and authorized by Department of State to be administered by Department of Defense/Defense Security Cooperation Agency. Also called SA. (JP 1-02. Source: JP 3-22)

Security Cooperation. All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation. Also called SC. (JP 1-02. Source: JP 3-22)

Security Cooperation Organization. All Department of Defense elements located in a foreign country with assigned responsibilities for carrying out Security Assistance/Cooperation management functions. It includes military assistance advisory groups, military missions and groups, offices of defense and military cooperation, liaison groups, and defense attaché personnel designated to perform Security Assistance/Cooperation functions. Also called SCO. (JP 1-02. Source: JP 3-22)

Security Force Assistance. The Department of Defense activities that contribute to unified action by the U.S. Government to support the development of the capacity and capability of foreign security forces and their supporting institutions. Also called SFA. (JP 1-02. Source: JP 3-22)

Teach/Train. All activities taken to create, improve, and integrate training, leader development, and education at the individual, leader, collective, and staff levels. This may include the development and execution of programs of instruction, training events, and leader development activities. (USSOCOM SFA Introductory Guide/JCISFA SFA Planner's Guide: FSF Force Development)

Teacher/Trainer. A person that conducts a planned training program on virtually any military subject including administration, maintenance, leadership and professionalism, unit tactics and operations, staff functions, and operations. (Multi-Service TTP (MTTP) for Advising Foreign Forces, "Advising" (Air Land Sea Application Center (ALSA))

Translator. Translation is the process of transferring text from one language into another. The term "translation" is normally reserved for written renditions of written materials. Translation is thereby distinct from interpretation, which produces a spoken equivalent between two languages. An individual's translation performance level depends on (1) command of two languages, (2) ability to exercise congruity judgment and apply a translation methodology, (3) familiarity with the cultural context of both languages, (4) knowledge of terminology in specialized fields, and (5) ability to finalize the product within time constraints and according to specifications. (Interagency Language Roundtable, http://www.govtilr.org/index.htm)

ABBREVIATIONS AND ACRONYMS

AAR	After Action Review/After Action Report
AFSC	Air Force Specialty Code
AFTTP	Air Force Tactics Techniques and Procedures
ALSA	Air Land Sea Application Center
AO	Area of Operations
AOR	Area of Responsibility

ARI	Army Research Institute
AT/FP	Anti-Terrorism/Force Protection
ATP	Advanced Trauma Practitioner
BATNA	Best Alternative to a Negotiated Agreement
BPC	Building Partner Capacity
CAF	Conflict Assessment Framework
CALL	Center for Army Lessons Learned
CCFP	Critical Care Flight Paramedic
CCMD	Combatant Command
CDRUSCENTCOM	Commander United States Central Command
CDRUSSOCOM	Commander United States Special Operations Command
CERP	Commander's Emergency Response Program
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJOA-A	Combined Joint Operations Area - Afghanistan
CLS	Combat Lifesaver
COI	Course of Instruction
COIN	Counterinsurgency
DISAM	Defense Institute of Security Assistance Management
DLPT	Defense Language Proficiency Test
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
DSCA	Defense Security Cooperation Agency
DSF	District Stability Framework
DTM	Directive Type Memorandum
FCG	Foreign Clearance Guidance
FID	Foreign Internal Defense
FM	Field Manual
FMS	Foreign Military Sales
FSF	Foreign Security Force
GCC	Geographic Combatant Command
HN	Host Nation
IA	Interagency
IAW	in accordance with
ICW	in conjunction with
IDAD	Internal Defense and Development
ILR	Interagency Language Roundtable
IRI	International Research Institute
ISO	in support of
IW	Irregular Warfare
JCISFA	Joint Center for International Security Force Assistance
JKO	Joint Knowledge Online
JOA	Joint Operations Area
JP	Joint Publication

JPRA	Joint Personnel Recovery Agency
JROC	Joint Requirements Oversight Council
JROCM	Joint Requirements Oversight Council Memorandum
JS	Joint Staff
KLE	Key Leader Engagement
KSAA	Knowledge, Skills, Abilities, and Attitudes
MATIS	USMC Advisor Training Impact System
MET	Mission Essential Task
METL	Mission Essential Task List
METT-TC	Mission, Enemy, Terrain and Weather, Troops and Support Available - Time Available and Civil Considerations
MOE	Measures of Effectiveness
MOP	Measures of Performance
MOS	Military Occupation Specialty
MTL	Master Task List
MTTP	Multi-Service Tactics, Techniques, and Procedures
NAVMC	Navy Marine Corps
NDP	National Disclosure Policy
NEC	Navy Enlisted Classification
NTTP	Navy Tactics, Techniques, and Procedures
O/C	Observer/Controller
OP	Operational Level (Referring to Universal Joint Task List (UJTL) items)
OTERA	Organize, Train, Equip, Rebuild/Build, Advise
PDSS	Pre-Deployment Site Survey
PJ	Pararescue Jumper
PMESII-PT	Political, Military, Economic, Social, Information, Infrastructure, and Physical Environment and Time
PRT	Provincial Reconstruction Team
SA	Security Assistance
SABC	Self Aid Buddy Care
SC	Security Cooperation
SC-FAM-OL	SC Familiarization Course-Online
SCM-OC-OL	SC Management Online Course
SCO	Security Cooperation Organization
SERE	Survival, Evasion, Resistance, and Escape
SFA	Security Force Assistance
SN	Strategic National Level (Referring to UJTL items)
SOF	Special Operations Forces
ST	Strategic Theater (Referring to UJTL items)
TA	Tactical Level (Referring to UJTL items)
TC	Training Circular
TCAPF	Tactical Conflict Assessment and Planning Framework
TCCC/T3C	Tactical Combat Casualty Care
TR	Technical Report
TSCP	Theater Security Cooperation Plan
TTP	Tactics, Techniques, and Procedures

UJT	Universal Joint Task
UJTL	Universal Joint Task List
USAF	United States Air Force
USAID	United Stated Agency for International Development
USD P&R	Under Secretary of Defense for Personnel and Readiness
USG	United States Government
USMC	United States Marine Corps
USSOCOM	United States Special Operations Command
UW	Unconventional Warfare

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E5. ENCLOSURE 5
TRAINING RESOURCES AND TRAINING REFERENCES LIST

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